

Relatives & Friends Meeting

11th November 2017

Attending: Paula Braynion, Managing Director
Andy Alcock, Director of Operations
Alan Jefferson, Chair of Future Directions CIC
Anne Worrall-Davies, Non-executive Director
Sammy-Jo Scarbrough-Lang, Assistant Director of Operations
John Wasilwa, Trafford Operational Network Manager
Jill Simpson-Price, Manchester & Trafford Operational Network Manager
Suzanne Ryan, PBS Lead
Jane Appleton, Team Manager
Mrs B Hammond, Trafford Family
Mrs V Costi, Trafford Family
Mr & Mrs Bell, Stanley Grange Family
Mr & Mrs Harrison, Manchester Family
Nicky Walsh, Office Manager

Apologies: Mary O'Toole, Stanley Grange Family

Welcome, Introductions and Apologies

Alan opened the meeting and thanked everyone for attending.

Everyone introduced themselves. Alan acknowledged and informed everyone about the sad passing of Barbara Harvey who was a longstanding family member from Lancashire.

Anne Worrall-Davies introduced herself as the new non-exec Director. Anne is a mum to a son with learning disability, autism and behaviour that challenges and is a resident at a specialist school. Anne worked as a consultant child and adolescent psychiatrist in Leeds for over 20 years, most recently in an adolescent inpatient unit and an outreach service supporting young people in the community instead of in hospital. Anne has done a lot of strategic development work regionally and nationally and realised she could have a real impact - in the dual role as a parent and a professional - in helping shape direction of services on a wider footprint.

In October, Anne took early retirement from the NHS to develop a portfolio career which gave her the opportunity to work more flexibly, get more time with her family, but also to use her professional and lived experience. Anne said she was excited when she saw the advert for the role here at FD and really liked what she read and saw. She was thrilled when FD offered her the position. Anne also works for NHS England as a Clinical Advisor to the Children and Young People's Mental Health Improvement Team, and the Care and Treatment Review process, in Yorkshire & the Humber. Anne is a Trustee for a Mental Health charity, Community Links, also based in Yorkshire and is also a Clinical Lead for a West Yorkshire pilot to ensure young people with mental health problems are only admitted to hospital for as short a time and as near home as possible.

A special part of Anne's non-executive director role is to bring the voices of the people we support to the Board and to ensure they are heard and acted on. Anne said that family members are a big part of that too. Anne stated that FD do some really good work engaging the individuals to hear their views, but FD supports such a wide range of people with a wide range of difficulties and problems, with different communication needs - non-verbal autism,

acquired brain injury, mental health problems and sometimes some people's views get heard a lot, and others struggle to be heard. FD know that they don't want to be tokenistic and have just one person we support on the Board to represent everyone. So, Sammy-Jo, Kim, Jenny and Suzanne and Anne have met and started to think how they might progress and are right at the beginning of a journey with this - so watch this space!

Alan mentioned that FD wants to be one of the first organisations run by people who are supported by the company.

Alan explained that short listing for a finance non-executive is currently taking place. As an organisation of a budget of £20m, it is the Board's role to challenge that the organisation is running as best as possible. The role of the non-exec will be to challenge the Finance Director.

The minutes of the last Family Meeting were shared and agreed.

Paula explained that since the last family meeting a £1.6m loan had been paid back to MerseyCare/Calderstones. £200k is still outstanding and plans are in place for the repayment of this.

FD have won the 'Spirit of Manchester' award – this was thanks to Jenny Neville, volunteer co-ordinator for her work with people we support (pws) and for putting a brilliant film together for the award. FD were shortlisted for various awards and also won the Learning Disability & Autism award for best employer of the year.

As an organisation FD have relaunched the Future Directions Way. This is looking at the values of the organisation. Work continues with staff teams across the organisation. The values are 'putting people first, 'be transparent' 'go the extra mile' 'be creative' 'be adaptable'. Some staff have not wanted to work within these values and have left the organisation or have been terminated.

Sickness of staff is a major concern across all areas of the organisation. This puts extra pressure on staff teams and lets the people we support down, this can mean agency staff are needed to cover some shifts. As a whole the sickness rate is at 5% in the organisation. It has been highlighted that staff on agenda for change have had more long term sickness than FD staff. This is thought to be a culture issue which is being addressed across areas of the organisation.

Recruitment of staff in some areas is really difficult due to other opportunities in these areas such as in Trafford they have Trafford Centre etc. in some areas to help with sickness and annual leave FD are hoping as a trial to over recruit.

In the past 18 months there has been changes to some members of the senior management team. Rosie Foster was appointed as Head of Human Resources and is working at getting people back to work from sickness and improving the recruitment system. Andy Alcock has been in post as our new Director of Operations for 18 months, Sharon Costello was appointed as the new Director of Finance and we have a CQC compliance officer working for FD full time who is auditing all houses.

Growth within the organisation continues. Alan explained that FD continue to refuse to go for work if we can't deliver quality of we want to deliver that is safe and viable and where we wouldn't be able to deliver a service that is equipped to give people good lives and support.

The company is in a position to look at building up a reserve and look at there being enough in the bank to pay wages and invoices if for any reason there is a delay in commissioners

paying for the services that are delivered. We haven't until now been in this position whilst being independent but financially the company is looking much stronger which is great. In the future FD want to look at people we support initiatives and also have lots of ideas for this. We also know that we need to invest in the support staff and managers in the community so will be hoping to invest in terms and conditions for all staff so that we can compete against other companies in certain areas i.e. Trafford, Manchester where there are Amazon, Trafford Centre. FD want to attract, train and retain staff.

Mrs Harrison asked about agenda for change (A4C) staff's terms and conditions and how many staff are still on these terms and conditions. It was explained that the rate of staff on these terms are now between 40 – 45%.

Paula explained that some areas staff are on A4C contracts at the moment but this may change if commissioners decide to cut costs so the organisation can never rule this out from happening.

Mrs Harrison said that A4C staff are more experienced staff and so FD may lose staff. Paula explained that in some cases older members of staff aren't always the best staff and aren't always performing at their best. Paula stated that the organisation would like to be paying the real living wage for all staff but the current rates paid by commissioners does not allow this at the moment. Some A4C staff are excellent but some abuse their t's & c's which include taking maximum sickness allowance which then is unsettling for people we support, it causes extra pressure on staff teams and increases costs as shifts would be backfilled with agency.

Alan explained that as FD is a CIC, all profits made will stay within the company and once the loan has been paid then money will be going into paying staff the living wage.

CQC visits to Registered and Supported Living Services

Feedback from the CQC Inspection at Stanley Grange in general from the last inspection was 'good'. The inspector said it was good and families, friends, people we support and staff felt supported and there was a great feeling of real team work. Alan explained that to get 'good' was fantastic, well done to everyone.

Paula mentioned that Lancashire Commissioners had recently visited SG and gave good feedback. Stanley Grange is getting much better and is coming alive. This is credit to all concerned.

A CQC inspection is expected anytime at Spennithorne.

Share Complements, Concerns and Complaints

Sammy-Jo presented a report covering the period of April 2017 – September 2017, Sammy explained that all come in via the telephone, in person, via email or by the whistle blowing hotline. All are recorded and updated weekly with senior managers and any learning points are shared with teams and managers.

In total there had been 112 complements, 14 concerns received and 15 complaints. These came from professionals, Family members, Managers, Staff or CQC.

If a family has a concern/compliant/compliment and discusses it with a Manager this is recorded and discussed at a weekly meeting with Senior Managers so everyone is aware. SJSL stated that there are no current trends, last year the trends were around communication

across the organisation and also with family members. Both have been looked into and actions are in place.

It was suggested that Sammy-Jo would create this report annually for the family engagement session. Sammy-Jo will compile an incident report for the March Family Meeting. It has been highlighted that even if a concern or complaint was not upheld there may still be learning points to share. All compliments/concerns/complaints go to Board of Directors including learning points.

Nicky will send out the complaint policy to all family members so they are aware how to make a complement/concern or complaint. This document is also available at all Registered and Supported living houses.

Catch-up with contracts and any other business

Paula informed all that in August 2017 the Warrington Contract was put out for tender, however FD were not successful. FD had spent a lot of time supporting and re-training staff which was really upsetting and great friendships had been made between the individuals in Warrington.

The tender process is used in lots of areas and commissioners may decide to put a contract out for tender to find a new or cheaper provider, For this reason FD are looking at more specialist support which wouldn't go through the tender process. An example is Stanley Grange where we did not tender but were selected by family members to manage the service. Stockport contract has been extended for a further 3 years and the Manchester contract has been extended for 1 more year until April 2019. Currently FD are looking at a step down service in Oldham similar to Poppyfield.

A question was asked about Stanley Grange - It was explained that the Stanley Grange site is owned by SGCA which is a group of families who are the landlords for the site. FD provide the support and various local authorities are responsible for the individuals who reside there.

The meeting was closed and Mrs Harrison, complemented the managers on listening to requests re complements concerns and complaints presentation and all attendees confirmed that the meeting every 6 months was much better and that the meeting was really beneficial to everyone attending. A comment was that FD are transparent and that as a family member they were really happy with the direction FD were taking and that they couldn't believe what progress had been made since becoming independent.

The date of the next meeting will be shared once agreed.